



Compensation

Generally, financial/investment compensation falls into two categories.

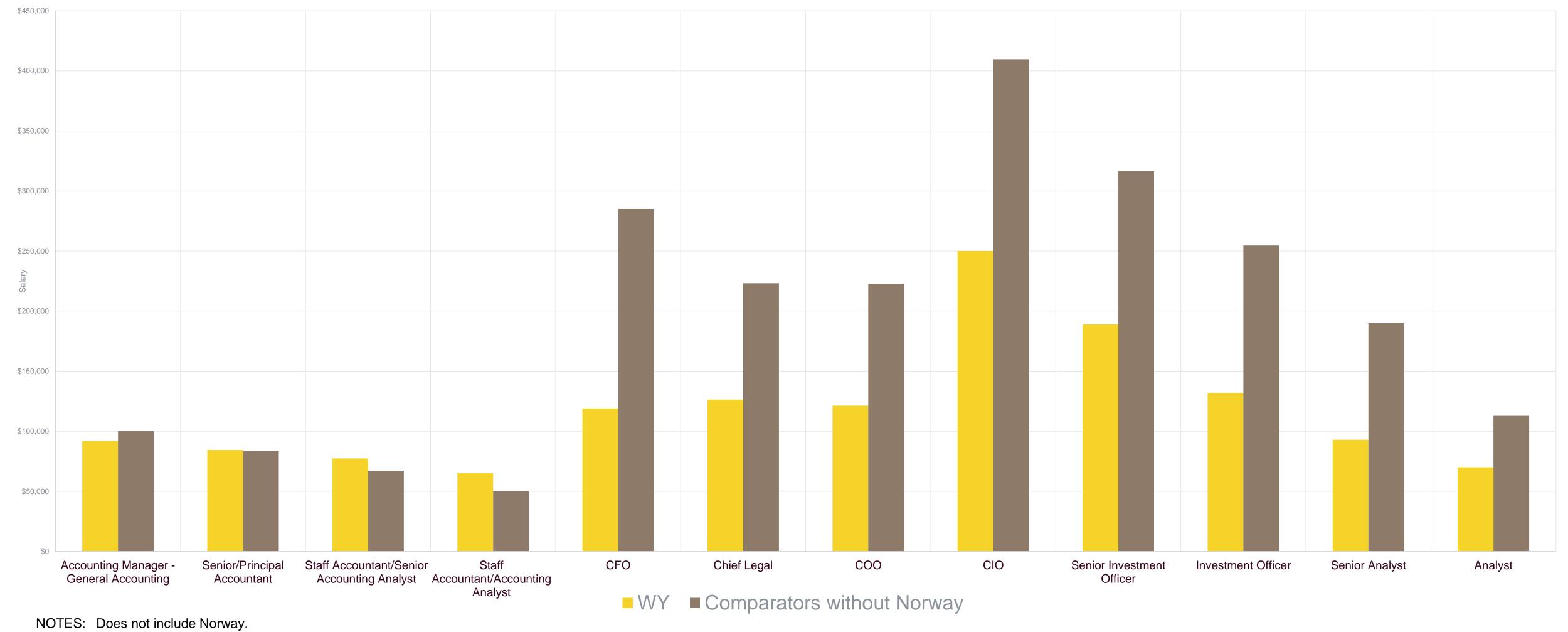
- 1) Straight salary compensation
 - Generally includes some type of pay band to allow for performance and increases.
- 2) Performance Compensation is paid in addition to base salary
 - A wide variety of models including different percentages, different steps, different benchmarks and goals.
- Data on compensation comparisons is difficult to find, because there are so many variables.
 This is especially true for the private sector. You either have to pay for a study to be conducted or pay for the data.

Initial studies reviewed

- 2018 Gallagher Compensation Study for Texas Municipal Pension (fund size typically \$25B to \$50B). https://www.tmrs.com/down/board/presentations_2018/Item3_TMRS_Compensation_Exec_Summary_Board_Report.pdf
- 2021 Robert Half Finance and Accounting Salary Guide. https://www.kycpa.org/writable/files/2021_salary_guide_financial_us_copy1.pdf
- <u>2022 CGA CalPERS Executive and Investment Salary Study (fund size \$456B) https://www.calpers.ca.gov/docs/boardagendas/202202/pctm/item09a-02_a.pdf</u>
- Norwegian Pension Fund 2021(fund size \$1.4T) https://www.nbim.no/contentassets/f8c5e301ff804c09881b1beb5299dc30/gpfg-annual-report-2021-web.pdf
- 2018 WRS report to JAC https://www.wyoleg.gov/InterimCommittee/2018/02-2018102419-02_WRSJACResponses.pdf
- 2018 McGlagan Alaska Permanent Compensation Study (fund size \$81.9B) https://www.wyoleg.gov/InterimCommittee/2018/02-2018102419-02_WRSJACResponses.pdf



Reviewed Studies (2018-2022) Adjusted for the Cost of Living Compared to the State Treasurer's Office



Comparator Salaries discounted 15%.

Does not include performance compensation for investment professionals.



Accounting

Grade	Job	Range Min	Range Mid	Range Max
9	Actuarial Analyst Change Management Coordinator Senior Technology Design Specialist Systems Analyst Records Supervisor Accountant II* Investment Accountant Network System Administrator Regional Manager II	\$60,601	\$75,751	\$90,901
10	Process & Content Mgmt. Specialist Investment Accountant II* Network Security Analyst Senior Internal Auditor Senior Regional Manager QA/QC Analyst	\$69,632	\$87,040	\$104,447
11	Accounting Operations Supervisor Senior Systems Analyst Database Admin/Dev Senior Software Developer	\$73,928	\$92,410	\$110,891
12	Open Grade	\$83,647	\$104,559	\$125,470
13	Member Services Manager	\$84,451	\$109,786	\$135,122
14	Asst General Counsel I Network Operations Manager Senior Software Architect	\$92,911	\$120,784	\$148,657

Excerpt from Texas Municipal Retirement System Compensation Study May 24, 2018



Legal/Director of Finance(CFO)

Grade	Job Range Min Ra		Range Mid	Range Max	
15	Asst General Counsel II Investment Attorney I* Controller	\$100,991	\$131,288	\$161,586	
16	Asst General Counsel III Investment Attorney II** \$111,611 \$145,095 Information Systems Manager		\$178,578		
17	Director of Internal Audit Director of Human Resources Senior Project Manager Asst Dir of Info Resources	\$116,824	\$157,713	\$198,602	
18	Director of Actuarial Services Investment Attorney III* Director of Govt Relations Director of Communications	\$127,990	\$172,787	\$217,583	
19	Director of Finance Director of Member Services Director of Information Resources	\$134,390	\$181,426	\$228,462	
20	Lead Investment Attorney	\$145,075	\$195,851	\$246,627	
21	Deputy Executive Director General Counsel	\$160,331	\$216,447	\$272,563	

Excerpt from Texas Municipal Retirement System Compensation Study May 24, 2018



Investment Staff

Grade	Jobs	Range Min Range Mid		Range Max
11	Investment Support Analyst	\$59,067	\$76,787	\$94,507
21	Investment Analyst I Operations Analyst I Data Analyst I Quantitative Analyst I	\$62,869	\$81,729	\$100,590
31	Investment Analyst II Operations Analyst II* Data Analyst II* Quantitative Analyst II	\$80,465	\$104,605	\$128,744
41	Investment Analyst III Quantitative Analyst III* Performance Analyst Compliance Officer \$89,455		\$116,291	\$143,128
51	Senior Investment Analyst* nvestment Ops Manager \$107,346 \$139,549 Compliance Officer II*		\$171,753	
61	Open Grade	\$115,090	\$149,617	\$184,144
71	Investment Manager**	\$122,834	\$159,685	\$196,535
81	Senior Investment Manager*	\$147,401	\$191,622	\$235,842
91	Investment Directors (PubE & Risk)	\$192,923	\$250,800	\$308,677
151	CIO From Toyas Municipal Potiroment	\$297,873	\$387,235	\$476,597

Excerpt from Texas Municipal Retirement System Compensation Study May 24, 2018



Excerpt from PA. State Employees Retirement System Compensation Policy Report: Investment Staff Salaries

Figure 1 As of 01/01/2021 \$400,000 \$374,202 \$350,000 \$300,000 \$287,356 \$250,000 \$232,940 \$200,940 \$200,000 \$164,617 \$179,326 \$150,000 \$136,783 \$107,619 \$125,321 \$100,000 \$103,296 \$85,771

	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8
Minimum	\$67,384	\$85,771	\$103,296	\$125,321	\$179,326	\$232,940
Midpoint	\$87,511	\$111,277	\$133,947	\$163,111	\$233,331	\$303,552
Maximum	\$107,619	\$136,783	\$164,617	\$200,940	\$287,356	\$374,202

Invmt Anl 2

Asst CFO

ISB5

Dep CIO

Portflio Mgr 1

ISB6

CFO

Portflio Mgr 2

MD Invmt Op

ISB7

CIO

ISB8



\$67,384

Spc Asst CIO Jr Invmt Anl

Invmt Acct

ISB3

Jr Invmt Anl Trn

Invmt Anl 1

ISB4

Sr Invmt Acct

\$50,000

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Summary

- Comprehensive compensation comparisons are difficult because of data availability and relevant comparisons with total compensation.
- Generally, performance compensation has worked well so far. One senior investment staff person has left the office but as the gap between current compensation and market compensation grows, staff retention may become more of an issue.
- Overall, office compensation is below the market for the front and middle office.
 - Evidence suggests that in the last few years market salaries have increased substantially, even for back office staff, which may mean we are moving even further behind the market.
- There are a wide variety of compensation and performance compensation models.
 - There are plenty of compensation plans that don't pay performance compensation but they have substantially higher base salaries.